CoachPro Consulting
Empowering Professionals!

THE COMPLETE PMP® FORMULAS GUIDE

EARNED VALUE MANAGEMENT (EVM)

Name	Formula	Interpretation
Planned Value (PV)	PV = Planned % x BAC	Budgeted cost of scheduled work
Earned Value (EV)	EV = Actual % x BAC	Budgeted cost of completed work
Actual Cost (AC)	Given	Actual money spent
Schedule Variance (SV)	SV = EV - PV	Positive – Ahead of schedule Negative – Behind schedule
Cost Variance (CV)	CV = EV - AC	Positive – Under budget Negative – Over budget
Schedule Performance Index (SPI)	SPI = EV / PV	Greater than 1 – Ahead of schedule Less than 1 – Behind schedule
Cost Performance Index (CPI)	CPI = EV / AC	Greater than 1 – Under budget Less than 1 – Over budget
Estimate At Complete (EAT)	EAC = BAC / CPI EAC = AC + (BAC - EV) EAC = AC + [(BAC-EV) / (CPI x SPI)]	Forecasts final project costs based on current performance
Estimate To Complete (ETC)	ETC = EAC - AC	Predict how much more the remai--nder of the project will costs
Variance At Complete (VAC)	VAC = BAC - EAC	Positive – Under budget Negative – Over budget
To-Complete Performance Index (TCPI)	TCPI = (BAC - EV) / (BAC - AC) TCPI = (BAC - EV) / (EAC - AC)	Predicts likelihood of reaching BAC Predicts likelihood of reaching EAC

COMMUNICATION CHANNELS

Name	Formula	Interpretation
Number of communications channels	n(n-1) / 2	where n is the number of stakeholders

SCHEDULE & ESTIMATION

Name	Formula	Interpretation
Triangular Estimate	(O + M + P) / 3	Simple Average
PERT Estimate	(O + 4M + P) / 6	Weighted Average
Standard Deviation (SD)	(P - O) / 6	Range Uncertainty
Total Float (Slack)	LS - ES LF - EF	where LS=Late Start, ES=Early Start where LF=Late Finish, EF=Early Finish
Forward Pass	EF = ES + Duration	ES = max (EF of predecessors)
Backward Pass	LS = LF – Duration	LF = min (LS of successors)

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